



## **2010 – 2015 Strategic Plan**

**Sumter County Fire Rescue  
A Division of the Board of County Commissioners**

**SUMTER COUNTY, FLORIDA**

**matrix**##  
consulting group

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# **1. INTRODUCTION**

The County of Sumter, Florida retained the Matrix Consulting Group to develop a Strategic Plan for the Fire Rescue Department. The plan was created in accordance with the request for proposal issued by the County. The scope of services for this plan include the following:

- Produce a Strategic Plan to guide Sumter County Fire Rescue in common goals, and identified core values. This plan should be suitable to serve as the foundation for the accreditation of the Fire Rescue Department.
- State the purpose and mission of Sumter County Fire Rescue and the future direction of the organization.
- Define and identify the organization's strengths, weaknesses, opportunities and threats to success.
- Determine the underlying principles for plans, policies, and actions and identify Sumter County Fire Rescue's core values.
- Identify and provide statements for Sumter County Fire Rescue vision and values for the success and future of the department.
- Develop a shared vision for the Sumter County Fire Rescue to help the team identify and prioritize opportunities, and chart a path of success into the future.

The following document is the results of five months of organizational review, stakeholder interviews, service delivery evaluation, analysis of the organization's strengths, weaknesses, opportunities, and threats or SWOT, and literary review. This study is formatted for a traditional Fire Department Strategic Plan. Contained in the Appendix is background information used for the strategic decision-making.

Each appendices provides detailed information used towards evaluation of current service delivery against best management practices as well as review of existing Sumter County Fire Rescue (SCFR) documents, including station locations, apparatus replacement, SCFR's element of the Sumter County Capital Improvement Plan, and for coordination and collaborative effort to improve efficiency, The Villages Department of Public Safety's 2007 Strategic Plan.

## **2. DEPARTMENT BACKGROUND**

Sumter County Fire Rescue (SCFR) provides fire suppression, non-transport basic life support emergency medical services, special operations response, fire code enforcement, fire investigation and public education to a population of approximately 50,000 in unincorporated Sumter County (including 9,275 inmates) and five (5) municipalities; Bushnell, Center Hill, Coleman, Webster, and Wildwood. Through mutual and automatic aid agreements with The Villages Public Safety Department (VPSD), SCFR may respond to an additional 47,439 Sumter County residents. The Department provides emergency response to unincorporated areas and municipalities from eleven fire stations in the County. Advanced Life Support ambulance transportation is provided by Lake – Sumter Emergency Medical Services, Inc., a government-owned, Bi-county Corporation created by Lake County and Sumter County.

SCFR has elected to seek Commission on Fire Accreditation International recognition that mandates use of strategic planning as essential for fire service. Along with changes in service delivery, demographics, career / reserve staffing, and property tax assessment it is proper for SCFR to update its strategic planning efforts.

### **3. MISSION AND VALUE STATEMENT**

Sumter County Fire Rescue (SCFR) developed its first strategic plan on May 25, 2005. In addition to structuring major goals and objectives for a four (4) year period, the 2005 Strategic Plan established two core department statements, Mission and Vision.

A mission statement answers why does the organization exist while the vision statement puts in plain words where the organization ultimately wants to be. While the current SCFR Mission and Vision Statements are educational and covers a broad perspective of services to the community, the statements could be written more succinctly.

As the 2010 Strategic Plan is prepared, SCFR staff is working internally updating their mission and vision statements. The following examples are provided for consideration in the updated SCFR mission and vision statements:

#### **Sumter County Fire Rescue Mission Statement**

*“The Mission of Sumter County Fire Rescue is to Save Lives, Reduce Property Loss, and Protect the Environment through Cost-Effective but Quality Fire-Rescue Services.”*

#### **The SCFR Vision Statement**

*“To anticipate and plan for the growing needs of our community in regards to fire rescue response and prepare ourselves and our community to safeguard our citizens from the ravages of fire and other emergencies”.*

## **4. CORE VALUES**

### **Sumter County Fire Rescue Core Values**

*“Our core values are an essential part of our service to the community. These values are Courage, Unity, Respect, and Excellence.”*

#### **Courage**

- Respond boldly to the needs of the community whether in fire suppression or hazardous situations when our neighbors need us the most.
- Step outside of one’s self to put the best interest of the public, the TEAM and the organization first.
- Exemplify the moral and mental strength to rise above personal or professional adversity.
- Courage to do things RIGHT, and continue to learn to improve our abilities.

#### **Unity**

- Consistently work together to improve the quality of our service, in our work, for our citizens and ourselves.
- Unite in a climate of safety, professionalism, and respect for the wellbeing of each other.
- Collaborate freely and make the success of the TEAM the primary focus, above personal interests.
- Endorse and practice the concept of Teamwork in our daily activities, and in accomplishment of SCFR goals.

#### **Respect**

- Mutual respect for those we work with and for, regardless of rank or position.
- Express your appreciation to co-workers who work to the best of their abilities to serve the community.
- Always strive for the best Interpersonal Relations in a diverse workplace and community.
- Be considerate of the feelings of Team Members at all times.

## **Excellence**

- Exhibit the highest degree of character, technical ability, quality, and competence in what we have been educated and trained to do.
- Be reliable, work hard, and accept the responsibility and accountability for our actions.
- Maintain a healthy, physically fit, and drug-free lifestyle.
- Strive for continual personal improvement in knowledge, skills and abilities, and help others to achieve this goal.

## **5. WHAT IS A STRATEGIC PLAN?**

Strategic Planning is a management responsibility used to focus an organization towards well-defined outcomes. Conducted with the greatest amount of input, public sector strategic planning seeks involvement from employees, supervisors, senior management, elected officials, and the Community. A public sector strategic plan is a blueprint, for not only department members but also the taxpayer to understand where the organization is going and how it will get there. Constructed around a systematic analysis of the organization's strength and weaknesses, strategic planning has four elements, Mission Statement, Core Values, Vision Statement, Goals and Objectives.

The process for strategic planning begins with identifying and cataloging strategic issues for the organization to focus on in the next five-years. This identification is accomplished through an all encompassing organizational review, stakeholder interviews, and the analysis of the organization's Strengths, Weaknesses, Opportunities, and Threats, or SWOT. Goals and objectives for each issue are developed with corresponding action items, or incremental steps toward goal realization, which becomes the core strategic plan. Most strategic plans identify multiple key issues found after the examination of potential threats and challenges to the organization.

## **6. PROCESS AND EXECUTIVE SUMMARY**

The Matrix Consulting Group using a team of public management and fire/EMS specialists prepared the plan. A detailed and inclusive approach was used in producing the plan and in developing our analyses and strategies. Specific elements of the plan approach included the following:

- Interviews with senior County leadership, Fire Rescue Department management, fire rescue shift supervisors, career and reserve firefighting personnel, and key stakeholders, including Human Resources, Sumter County Sheriff's Communication Center leadership, and the Fire Advisory Board.
- Conducted extensive tours of the County to understand the risks in the community and the road network. In addition, these tours were used to identify and evaluate current and potential fire station locations throughout the County.
- Formal analysis with the Fire Advisory Board, career personnel and reserve leadership to identify the departments strengths, weaknesses, opportunities, and threats (SWOT).
- Extensive data collection focused on understanding operations and services. This included a three-year analysis of the calls for service, apparatus response patterns, and response times from current as well as proposed fire stations.
- Development of interim documents for review by the Fire Rescue Department.

During the development of the strategic plan, the Matrix Consulting Group reviewed factual information, key assumptions, and interim documents with the Fire Department. The overall focus of the Matrix Consulting Group's approach has been to maximize the opportunities for input into the process, and to ensure that major issues were identified to enhance the likelihood that strategic goals and objectives are practical and likely to be implemented.

## **7. KEY STRATEGIC ISSUES**

By means of comments made during the SWOT analysis, common themes for strategic planning were developed. This categorization allows the department flexibility for decision-making and prioritization of issues by choosing to address specific themes. Strategic goal categories used in the development of the SCFR Strategic Plan are Management / Leadership, Internal Communication, External Communication, Service Delivery, Infrastructure, and Workforce Development.

<b>Sumter County Strategic Themes</b>	
<b>SWOT Category / Issue</b>	<b>Strategic Theme</b>
<b>Strengths</b>	
Department Growth	Management / Leadership
Unification Of The Volunteer Departments	Management / Leadership
Quality Of Staffing	Employee Development
Standardized Training	Employee Development
Standardized Operational Protocols	Service Delivery
Quality Of Equipment	Service Delivery
Educational Opportunities	Workforce Development
Minimum Qualification For Positions	Management / Leadership
Volunteer Pride And Commitment	Management / Leadership
Consistency In Fire Rescue Response	Service Delivery
Funding	Management / Leadership
Better Internal Communications	Internal Communication
Fire Advisory Board	Management / Leadership
Safety Gear Standards	Service Delivery
Planning For Future	Management / Leadership
Entrance level physical exam for career and reserve members	Service Delivery
<b>Weaknesses</b>	
Need More Career Staffing	Service Delivery
Lack In Management / Operational Consistency	Service Delivery
Willingness To Accept Change	Service Delivery
Dispatch	Service Delivery
Information Technology (It)	Service Delivery
Impatience To Evolve Into A Mature Fire Rescue Program	Workforce Development
Micro-Management By Managers And Supervisors	Service Delivery
Not Following Chain Of Command	Service Delivery
Accountability For Firefighters During Fire Operations	Service Delivery
Additional Training Needed for Structural Awareness	Service Delivery
No Firefighter Physical Conditioning for Career Members / Lack of	Service Delivery

facilities.	
Consistency In Discipline (Career / Career) And (Career / Reserve)	Management / Leadership
Lack Of Fleet Maintenance Because Single Mechanic	Service Delivery
Officer Experience In Both Administration And Operations	Workforce Development
Too Few Captains And Lieutenants (Operational Span Of Control)	Service Delivery
Lack Of Interoperability Between SCFR And Surrounding Fire Departments (VHF / 800 MHz)	Service Delivery
Not Enough Community Involvement	External Communication
Communication Between Municipalities And Fire Department Is Poor	Management / Leadership
Internal Communications Reservist Not Riding At Home Stations	Service Delivery
Lost Camaraderie And Family Atmosphere	Workforce Development
<b>Opportunity</b>	
Growth / Promotional Opportunity In Department	Workforce Development
In-House Dispatch Center	Infrastructure
Advance Life Support Non-Transport	Infrastructure
800 MHz Radio System	Infrastructure
Grant Opportunities	Service Delivery
More Involvement Of Fire Advisory Board In Planning And Policy Discussions	Internal Communication
Better Understanding Of Station Level Issues Instead Of Countywide Level	Service Delivery
Better Communication With Public	External Communication
Competitive Career Firefighter Salaries For Surrounding Area	Service Delivery
Better Information Technology (IT) Support	Service Delivery
Public Education	External Communication
Public Perception Of SCFR	External Communication
Tactical Teams	Workforce Development
Personal Development	Workforce Development
Overtime	Service Delivery
24-Hour Fire Rescue Service	Service Delivery
Updated Station And Equipment	Infrastructure
Grant Opportunities / Safer Grant	Management / Leadership
<b>Threat</b>	
Medical Director / Limited EMS Protocols	Service Delivery
Loss Of Funding	Service Delivery
Negativity / Animosity Toward Career Staff	Workforce Development
Changes In Public Opinion Or Political Opinion	External Communication
Mixed Goals Between Department Leadership And Fire Advisory Board	Internal Communication
Economic State Of County	Management / Leadership
Community Apathy	External Communication
Loss Of Rural Status And Impact On Grant Opportunities	Infrastructure
Unplanned Or Unprecedented County Growth	Service Delivery
Growth And Demand On Fire Rescue Service (Too Many Calls Without Proper Staffing)	Service Delivery
Changing Demographics (Lost Of Volunteer Base)	External Communication
Unfunded Mandates	Service Delivery
Administrative / Operational Inconsistency	Service Delivery

SWOT analysis identified six (6) themes, Management / Leadership, Internal Communication, External Communication, Service Delivery, Infrastructure, and Workforce Development. The following strategic theme definitions and SWOT assessments are provided:

- **Managerial / Leadership** – Strong, responsible, and accountable leadership is the cornerstone of the fire service. Be the management at the scene of a fire or everyday leadership of the department, clear delineation of roles and responsibilities must be established. SCFR operates under a Para-military structure. Department leadership is respected and appropriately credentialed.
- **Internal Communication**  
Open, honest, and consistent communication is essential for any organization's success. SCFR members desire a participatory relationship with leadership helping guide this evolving department to the next level of organization. Perception within SCFR suggest less than optimal internal communications between reserve leadership and SCFR leadership.
- **External Communication**  
As a countywide program, policymakers and residents of Sumter County have an expectation the fire rescue department operates in the most cost effective and efficient manner possible. In turn, SCFR has the responsibility to keep the informed on how their money is spent, what services they provide, and how well those services are delivered to their communities. Public support is essential for continues success of SCFR. Both career and reserve members found that to continue on their path to create a premier combination fire rescue program external communication is essential.
- **Service Delivery**  
SCFR protects the lives, safety, property, and environment of all persons in Sumter County. Department members are well trained and motivated to perform to the best of their ability. Response time of SCFR units based on current station staffing (career / reserve) tend to be below industry best management practices. Opportunity exists in the current mode of fire rescue dispatching and career staffing to positively influence response time to all areas of Sumter County with 24-hour staffing assignments at Station #11 (Bushnell), Station #21(Lake Panasoffkee), and Station #31 (Wildwood).
- **Infrastructure**  
Infrastructure is the backbone of any fire rescue department. SCFR is able to provide high-quality service through recent purchases of frontline fire apparatus.

Equipment and older fire apparatus is well maintained. Department buildings, including fire stations and vehicle maintenance need updating. Several community fire stations are questionable in sustainability in the event of sustained hurricane winds of Category 2 and higher. Additionally, renovations are required at many fire stations to accommodate 24-hour staffing. The Sumter County Capital Improvement Plan (2010) and Fire Facilities Master Plan (October 2009) are well-developed and accurate description of the current and future needs of SCFR.

- **Workforce Development**

Highly qualified and proficient department members are essential to provide safe, efficient, and effective services to the public. Department members recognize the organization continues to grow and mature as a unified fire rescue department and appreciate the standardization that comes with this evolution. Relationships between career and reserve members in combination departments could be contentious, but this does not appear to be an overwhelming issue internal to SCFR.

## 8. STRATEGIC GOALS AND STRATEGIC THEMES

Goal		Strategic Theme
1.	<b>Employee Health and Safety</b> <i>Enhance employee physical conditioning designed to minimize on-the-job injury, illness, and lower health cost.</i>	Workforce Development
2.	<b>Fleet Maintenance and Apparatus</b> <i>Continue in-house preventive maintenance and repair on SCFR light and heavy fleet of rolling stock.</i>	Service Delivery
3.	<b>Station Staffing</b> <i>Reduce response times through decreased “reflex” time of firefighters.</i>	Service Delivery
4.	<b>Financial Stability</b> <i>Emphasize fiscal responsibility to policymakers and the public with proven history of well managed budgeting and spending.</i>	External Communication
5.	<b>Internal Communications</b> <i>Increase Fire Advisory Board interface and enhance station communication.</i>	Internal Communication
6.	<b>Reserve Program</b> <i>Maintain an active reserve firefighting force that assists the career firefighters in all phases of SCFR operations.</i>	Management / Leadership
7.	<b>Capital Improvement Planning</b> <i>Continue five-year planning with execution of proposed new fire stations, station renovations, station relocations, and apparatus replacements.</i>	Infrastructure
8.	<b>Public Education</b> <i>Strengthen SCFR public and political support through a well-versed and knowledgeable citizenry.</i>	External Communication
9.	<b>Emergency Medical Services</b> <i>Enhance pre-hospital EMS by providing non-transport Advanced Life Support.</i>	Service Delivery
10.	<b>Dispatch</b> <i>Reduce dispatch-processing time with ultimate reduction in fire-rescue response time.</i>	Service Delivery
11.	<b>Radio Interoperability</b> <i>Replace current Public Safety UHF Radio System infrastructure with 800 MHz or 700 MHz radio system with compliance to the Association of Public Safety Communications Officials International (APCO) Project 25 Standards.</i>	Infrastructure
12.	<b>Fire &amp; Emergency Services Accreditation</b> <i>Receive CFAI Fire Accreditation.</i>	Management / Leadership

## **1. Goals & Objective Definitions**

- **Lead:** A specific position responsible for the commencement through completion of goal and its objectives. A lead is typically a position (individual) that holds accountability although the actual work is often conducted by a group of individuals.
- **Timeline:** A defined moment of one calendar year in the five-year plan that designates when the action items will be started. If a timeline is designated "on-going" the objectives are underway, however the goal is not yet completed or are perpetual projects.
- **Prioritization:** A designation of high, medium, or low importance is given to each action item to aid the department in implementation. Prioritization timeframes are:
  - High = 1 – 2 years
  - Med = 3 – 4 years
  - Low = 5 years

## **9. 2010 – 2015 Strategic Goals and Objectives Matrices**

The Sumter County Fire Rescue Strategic Plan. Each strategic goal and objective matrices include associated priorities, objective targets, timelines, and measures.

SUMTER COUNTY FIRE RESCUE STRATEGIC PLAN 2010 - 2015						
#	Strategic Goal / Theme	Priority	Objective Targets	Timeline	Measures	Lead
1.	<i>Employee Health and Safety:</i> <i>Enhance employee physical conditioning designed to minimize on-the-job injury, illness, and lower health cost.</i>					
1.1	Establish a comprehensive wellness program for all members of the organization.	Med	1.1.1 Establish annual in-depth medical and physical evaluations for SCFR personnel who participate in 2 in – 2 out firefighting assignments based on <i>NFPA 1582, Standard on Comprehensive Occupational Medical Program for Fire Departments.</i>	2011	<ul style="list-style-type: none"> <li>SCFR Budget includes adequate funding for medical and physical evaluations for all SCFR personnel who participate in 2 in – 2 out firefighting assignments, including Incident Commanders.</li> <li>Agreement or Purchase Orders with local health professionals for annual firefighter physicals for all SCFR personnel who participate in 2 in – 2 out firefighting assignments.</li> </ul>	Torchia
		Med	1.1.2 Establish committee to review and recommend daily exercise and fitness requirements.	2010	<ul style="list-style-type: none"> <li>Draft physical fitness training recommendations for on-duty personnel .</li> <li>Draft physical fitness training recommendations for reservist participating</li> </ul>	Torchia

SUMTER COUNTY FIRE RESCUE STRATEGIC PLAN 2010 - 2015						
#	Strategic Goal / Theme	Priority	Objective Targets	Timeline	Measures	Lead
					in 2 in – 2 out firefighting assignments.	
		Med	1.1.3 Explore alternative funding for fitness programs and equipment.	2011	<ul style="list-style-type: none"> <li>Review, evaluate, and submit grant opportunities to purchase standardized fitness equipment for each SCFR stations.</li> </ul>	Torchia
2.	<b>Fleet Maintenance and Apparatus:</b> <i>Continue in-house preventive maintenance and repair on SCFR light and heavy fleet of rolling stock.</i>					
2.1	Maintain a functional and efficient fleet of emergency vehicles.	High	2.1.1 Continue to revise, update and evaluate Apparatus / Equipment Replacement Plan.	On-going	<ul style="list-style-type: none"> <li>Evaluate annually Replacement Plan.</li> <li>Establish SCFR equipment replacement guidelines, based on industry standard.</li> </ul>	Burris
		Med	2.1.2 Use surplus Sheriff's Office or high mileage fire-response vehicles for non-emergency functions only.	On-going	<ul style="list-style-type: none"> <li>Establish replacement guidelines for Administrative vehicles to reflect high mileage vehicles. Guidelines should focus on safety, maintenance cost, and reliability.</li> </ul>	Burris
		Med	2.1.3 Maintain standard specifications for fire apparatus specific to	2011	<ul style="list-style-type: none"> <li>Continue standardizing equipment / apparatus specifications, including</li> </ul>	Burris

<b>SUMTER COUNTY FIRE RESCUE STRATEGIC PLAN 2010 - 2015</b>						
#	Strategic Goal / Theme	Priority	Objective Targets	Timeline	Measures	Lead
			pump size, tank size, engine size, etc.		drive train. <ul style="list-style-type: none"> <li>Standardize equipment type and location on SCFR apparatus.</li> </ul>	
		Med	2.1.4 Review, research, develop, and continue to monitor vehicle replacement criteria such as cost of operation, reliability, job performance capability, cost of repair vs. replacement, appearance, capability to meet standards or regulations (NFPA, etc.).	2011	<ul style="list-style-type: none"> <li>Create electronic recordkeeping for repair and maintenance of SCFR vehicles.</li> <li>Continue quarterly evaluation / preventative maintenance for all SCFR rolling stock.</li> <li>Remain current on industry equipment and apparatus standards.</li> </ul>	Burris
2.2	Create Fire Fleet Mechanic to Emergency Vehicle (EV) ratio.	High	2.2.1 Continue to review and seek opportunities to outsource staff-intensive projects, such as engine rebuild, major pump repair, and transmission rebuilds.	On-going	<ul style="list-style-type: none"> <li>Evaluate time commitment for staff-intensive repairs.</li> <li>Seek competitive bidding for comprehensive list of SCFR repairs.</li> <li>Process Bid through</li> </ul>	Burris

SUMTER COUNTY FIRE RESCUE STRATEGIC PLAN 2010 - 2015						
#	Strategic Goal / Theme	Priority	Objective Targets	Timeline	Measures	Lead
					Sumter County Purchasing and Budget Department.	
		Med	2.2.2 Establish a fire mechanic to fire apparatus / equipment ratio, (based on maintenance activities performed in-house) allowing an average turn-around time of apparatus / equipment repair of 72 hours or less*.  * Preventive maintenance and non-major repairs.	2011	<ul style="list-style-type: none"> <li>Research nationally recognized fire associations, constituency groups, and national standards for EV Mechanic to apparatus / equipment ratios.</li> <li>Conduct internet research, including the National Fire Academy Learning Resource Center, for EV Mechanic to apparatus / equipment ratios.</li> <li>Contact similar size departments for local experience and standards.</li> </ul>	Burris
3.	<b>Station Staffing:</b> <i>Reduce response times through decreased "reflex" time of firefighters.</i>					<i>Theme: Service Delivery</i>
3.1	Reduce overall response time in Station 11 (Bushnell), Station 21 (Lake Panasoffkee), and Station 31 (Wildwood) from	High	3.1.1 Evaluate and determine FTE need to staff a fire station 24-hours per day with a minimum of	2010	<ul style="list-style-type: none"> <li>Structure workweek and schedule similar to Shift Commanders.</li> <li>Analyze vacancy rates,</li> </ul>	Gulbrandsen

SUMTER COUNTY FIRE RESCUE STRATEGIC PLAN 2010 - 2015						
#	Strategic Goal / Theme	Priority	Objective Targets	Timeline	Measures	Lead
3.1	the current average of 8.79* minutes to 7.00 minutes.  * Station 11 – 7.93 min. Station 21 – 9.53 min. Station 31 – 8.91 min.	High	one (1) career Fire Officer / EMT (Captain or Lieutenant) and one (1) Firefighter / EMT.	2010	shift-hour coverage to determine floater firefighter needs.  • Cost analysis including overtime and operating expenses (uniforms, protective gear, station upgrades, utility costs, etc.)	Gulbrandsen
		High	3.1.2 Acquire budget funding to renovate three fire stations for 24 / 7 career staffing.	2010	• Select Construction Contractor for station renovations.	Gulbrandsen
		High	3.1.3 Modify stations in Bushnell, Lake Panasoffkee, and Wildwood for career staffing to 24-hour capable facilities.	2011	• Process recruitment and orientation of new firefighters.  • Monitor 24-hour staffed stations average response time for 8.00 minutes or less.	Gulbrandsen
		High	3.1.4 Impose 60-second reaction time (dispatch notification to apparatus rolling) on all responses from career staffed stations.	2011	• Monitor career staffed stations for 60-second or less reaction time.	Gulbrandsen

SUMTER COUNTY FIRE RESCUE STRATEGIC PLAN 2010 - 2015						
#	Strategic Goal / Theme	Priority	Objective Targets	Timeline	Measures	Lead
		Med	3.1.5 Augment 24-hour career staffing in Wildwood to a four-person station as recommended in NFPA Standard 1710.	2013	<ul style="list-style-type: none"> <li>Failure to staff fire apparatus (Engine / Aerial) with three or more firefighters for 60% of calls for service in one (1) 12-month period.</li> <li>Seek County Administrator support.</li> <li>Submit budget request for SCBOCC adoption.</li> </ul>	
			3.1.6 Augment 24-hour career staffing in Bushnell to a four-person station as recommended in NFPA Standard 1710.	2014	<ul style="list-style-type: none"> <li>Failure to staff fire apparatus (Engine / Aerial) with three or more firefighters for 60% of calls for service in one (1) 12-month period.</li> <li>Seek County Administrator support.</li> <li>Submit budget request for SCBOCC adoption.</li> </ul>	Gulbrandsen
			3.1.7 Augment 24-hour career staffing in Lake Panasoffkee to a four-person station as recommended in NFPA Standard	2015	<ul style="list-style-type: none"> <li>Failure to staff fire apparatus (Engine / Aerial) with three or more firefighters for 60% of calls for service</li> </ul>	Gulbrandsen

SUMTER COUNTY FIRE RESCUE STRATEGIC PLAN 2010 - 2015						
#	Strategic Goal / Theme	Priority	Objective Targets	Timeline	Measures	Lead
			1710.		<div>in one (1) 12-month period.</div> <ul style="list-style-type: none"><li>Seek County Administrator support.</li><li>Submit budget request for SCBOCC adoption.</li></ul>	
		Med	3.1.8 Monitor remaining County fire stations for escalation in response times and plan for possible staffing requirement.	On-Going	<ul style="list-style-type: none"><li>Include matrix of SCFR response times, by station, in annual report.</li><li>Update five-year plan as needed to reflect future fire station staffing need.</li></ul>	Gulbrandsen
		High	3.1.9 Augment career staffing with reserve firefighters to meet 2 in – 2 out firefighting assignments.	On-Going	<ul style="list-style-type: none"><li>Encourage recruitment and retention of SCFR Reserve Firefighters.</li><li>Encourage timely responses to staff-intensive incidents (structure fires, haz mat, vehicle extrication, etc.).</li></ul>	Gulbrandsen
4.	<i>Financial Stability:</i> <i>Emphasize fiscal responsibility to policymakers and the public with proven history of well managed budgeting and spending.</i>				<i>Theme: External Communication</i>	
4.1	Maintain a stable financial	High	4.1.1 Annually review	On-Going	<ul style="list-style-type: none"><li>Continue monthly</li></ul>	Burris

SUMTER COUNTY FIRE RESCUE STRATEGIC PLAN 2010 - 2015						
#	Strategic Goal / Theme	Priority	Objective Targets	Timeline	Measures	Lead
4.1	position in order to provide quality and professional fire services.	High	budgeted programs and expenditures to determine cost effectiveness and benefits to the taxpayer.	On-Going	expenditure budgeting planning. <ul style="list-style-type: none"> <li>Establish expenditure thresholds for department review.</li> <li>Analyze inventory to measure needs for on-sight stock verse overnight delivery.</li> </ul>	
		Med	4.1.2 Create a dedicated apparatus reserve replacement account in the five-year Sumter County Capital Improvement Plan.	2011	<ul style="list-style-type: none"> <li>Seek County Administrator support.</li> <li>Submit budget request for SCBOCC adoption.</li> </ul>	Burris
		Med	4.1.3 Continue to research and evaluate the cost / benefit associated with regional Fire and EMS protection options such as contracts, mutual aid, automatic aid, and regional team / equipment resources.	On-Going	<ul style="list-style-type: none"> <li>Participate in local, regional, and State fire-rescue associations, including constituency groups for Fire Chief / Director, Training and Safety Officers, and Haz Mat / Special Operations.</li> <li>Continue success in State and Federal grant opportunities that fund</li> </ul>	Burris

SUMTER COUNTY FIRE RESCUE STRATEGIC PLAN 2010 - 2015						
#	Strategic Goal / Theme	Priority	Objective Targets	Timeline	Measures	Lead
					regional resources. <ul style="list-style-type: none"> <li>Meet and discuss joint operational programs with surrounding fire department leadership.</li> </ul>	
		High	4.1.4 Continue to review / research non-tax revenue and grant opportunities.	On-Going	<ul style="list-style-type: none"> <li>Participate in National and State Fire Rescue constituency groups.</li> <li>Track industry newsletters, public safety news websites and other information sources for innovative revenue ideas.</li> </ul>	Burris
		Med	4.1.5 Annually review station operating costs such as electricity, water, landscape maintenance, building improvements, supplies, and implement cost-saving measures (reductions, purchase / use of less expensive products, etc) as	2010	<ul style="list-style-type: none"> <li>Review each budget expenditure line for potential reductions.</li> <li>Continue with modified zero-based budgeting practices.</li> </ul>	Burris

SUMTER COUNTY FIRE RESCUE STRATEGIC PLAN 2010 - 2015						
#	Strategic Goal / Theme	Priority	Objective Targets	Timeline	Measures	Lead
			applicable.			
		Med	4.1.6 Review, evaluate and eliminate small and heavy vehicle fleet, as appropriate.	On-going	<ul style="list-style-type: none"> <li>Continue to review annually entire fleet of rolling stock for vehicle reduction.</li> <li>Purge inventory of rarely used and high maintenance cost vehicles.</li> <li>Track maintenance expenditure by vehicle.</li> </ul>	Burris
4.2	Develop and adopt SCFR Service Delivery Triggers.	Med	4.2.1 Research fire departments of similar size for Service Delivery Triggers that define when service delivery is maximizing current resources.	2012	<ul style="list-style-type: none"> <li>Send request through Florida Fire Chief / Directors Association to forward Service Delivery Triggers.</li> <li>Conduct internet research, including the National Fire Academy Learning Resource Center, for Service Delivery Triggers.</li> </ul>	Burris
		Med	4.2.2 Develop SCFR Service Delivery Triggers and establish corrective action to include	2012	<ul style="list-style-type: none"> <li>Collect Service Delivery Triggers examples for various fire departments.</li> </ul>	Burris

SUMTER COUNTY FIRE RESCUE STRATEGIC PLAN 2010 - 2015						
#	Strategic Goal / Theme	Priority	Objective Targets	Timeline	Measures	Lead
			increased staff on apparatus, staffed apparatus, or new fire station in the effected area.		<ul style="list-style-type: none"> <li>Analyze results and modify to meet local level of service expectations.</li> <li>Prepare draft SCFR Service Delivery Triggers.</li> </ul>	
		Med	4.2.3 Present and adopt SCFR Service Delivery Triggers.	2012	<ul style="list-style-type: none"> <li>Seek County Administrator support.</li> <li>Submit for SCBOCC adoption.</li> </ul>	Burris
5.	<i>Internal Communications:</i> Increase Fire Advisory Board interface and enhance station communication.					<i>Theme: Internal Communication</i>
5.1	Provide quality communication and interaction opportunities for the members of the Advisory Board.	Med	5.1.1 Continue to meet on a 1 – 3 month basis to communicate SCFR business.	On-Going	<ul style="list-style-type: none"> <li>Prepare annual schedule of meetings.</li> </ul>	Greek
		Low	5.1.2 Encourage attendance at State of Florida Fire Rescue workshops, National Fire Academy, and seminars in order to understand ongoing issues facing SCFR.	2011	<ul style="list-style-type: none"> <li>Seek annual funding in annual budget.</li> <li>Offer pertinent educational opportunities in a timely manner.</li> </ul>	Greek

SUMTER COUNTY FIRE RESCUE STRATEGIC PLAN 2010 - 2015						
#	Strategic Goal / Theme	Priority	Objective Targets	Timeline	Measures	Lead
5.2	Enhance internal communications between Headquarters / fire stations.	High	5.2.1 Analyze communication media currently used in SCFR (memo, email, etc.). Research other electronic means available to SCFR to augment existing communication means for routine information.	2010	<ul style="list-style-type: none"> <li>Establish committee to review current communication media. Membership should include career / reserve firefighters, and career / reserve leadership.</li> <li>Committee recommendations provided to Fire Chief / Director for review and approval.</li> </ul>	Greek
		High	5.2.2 Develop an incident command accountability approach to internal communication to include reading of new memorandums, emails, etc during morning shift / reserve meeting briefings with mandatory sign-off of station personnel.	2010	<ul style="list-style-type: none"> <li>Develop department culture where information is essential to job outcome.</li> <li>Require each SCFR member to be responsible and accountable for information.</li> <li>Seek source and promptly dispel rumors.</li> </ul>	Greek
		High	5.2.3 Conduct, at minimum, quarterly officer meetings for Lieutenant and above. Timely	2011	<ul style="list-style-type: none"> <li>Fund appropriate overtime expense for mandatory attendance.</li> <li>Produce annual</li> </ul>	Greek

SUMTER COUNTY FIRE RESCUE STRATEGIC PLAN 2010 - 2015						
#	Strategic Goal / Theme	Priority	Objective Targets	Timeline	Measures	Lead
			transmission of information to subordinate personnel by officers is essential.		meeting schedule.	
		Med	5.2.4 Establish Q/A Hotline allowing any member of SCFR to leave a message (by name or anonymous) that is answered by the Fire Chief / Director.	2010	<ul style="list-style-type: none"> <li>Secure dedicated Voice Mailbox with personal message from the Fire Chief / Director reaffirming confidentiality and assurance of timely response.</li> <li>Post in each station the QA Hotline phone number and explanation of purpose (offer ideas, suggestions, recognition, confirm / deny rumor, etc.)</li> <li>Respond in writing to each QA question within 10 days. Copies should go to each station for posting.</li> </ul>	Greek

6. <i>Reserve Program:</i> <i>Maintain an active reserve firefighting force that assists the career firefighters in all phases of SCFR operations.</i>		<i>Theme: Management / Leadership</i>				
6.1	Provide an effective and dynamic Reserve Firefighter Program.	High	6.1.1 Maintain positive relations between career and reserve personnel.	On-Going	<ul style="list-style-type: none"> <li>• Encourage reserve ride-time with career personnel.</li> <li>• Conduct joint training sessions to demonstrate equality between career and (fire suppression) reserve firefighter personnel.</li> <li>• Assess ways by which member non-training activities could be done in a more time efficient and coordinated manner for joint career / reserve participation.</li> <li>• Support family and social activities.</li> <li>• Involve the family in fire department as active reservist (spouses, young adult children, etc), assist in recruitment, retention, fundraising, or other roles.</li> <li>• Offer time management courses for reserve</li> </ul>	Gulbrandsen

					<p>members.</p> <ul style="list-style-type: none"><li>• Structure requirements of training, meetings, and other tasks so that reservist can keep their time priorities in the order: family, job, SCFR.</li><li>• Assess ways by which member non-training activities could be done in a more time efficient and coordinated manner for joint career / reserve participation.</li></ul>		
		High	6.1.2	Continue minimum requirements for attendance to drills, alarms and related activities.	On-Going	<ul style="list-style-type: none"><li>• Continue current policy.</li></ul>	Gulbrandsen
		High	6.1.3	Support, encourage and continue training opportunities to maintain reserve firefighters' professional development.	On-Going	<ul style="list-style-type: none"><li>• Continue current practice of offering firefighter development classes.</li></ul>	Gulbrandsen
		Med	6.1.4	Utilize reserve firefighters to assist in department recruitment effort. Offer awards for	On-Going	<ul style="list-style-type: none"><li>• Obtain list of Reservist willing to participate in recruitment effort.</li><li>• Identify recruitment</li></ul>	Gulbrandsen

			successful recruitment campaigns.		venues such as high schools & civic groups.	
		Med	6.1.5 Support and encourage physical fitness for reserve firefighters.	2010	<ul style="list-style-type: none"> <li>Sponsor at least annually a physically demanding event such as a Firefighter Olympics. Events should involve firefighter specific tasks, e.g. hose drag, ladders, search and rescue obstacle course, etc.</li> <li>Review, evaluate, and submit grant opportunities to purchase standardized fitness equipment for each SCFR stations.</li> </ul>	Gulbrandsen
7.	<i>Capital Improvement Planning:</i> <i>Continue five-year planning with execution of proposed fire new stations, station renovations, station relocations, and apparatus replacements.</i>					<i>Theme: Infrastructure</i>
7.1	Construct, renovate, and / or relocate SCFR stations based on BOCC adopted CIP.	High	7.1.1 Meet and discuss collaborative options with VPSD for calls for service in northeast Sumter County.	2010	<ul style="list-style-type: none"> <li>Evaluate VPSD proposed station locations for overlap into SCFR response area.</li> <li>Coordinate future station locations during VPSD 2012 strategic planning preparation to avoid duplication of services.</li> </ul>	Gulbrandsen

		High	7.1.2	Construct West Bushnell Fire Station #22 on county owned property.	2010	• Continue Capital Improvement planning and implementation.	Gulbrandsen
		High	7.1.3	Construct Fire Station #33 (Coleman) using SCFR station prototype design.	2010	• Continue Capital Improvement planning and implementation	Gulbrandsen
		High	7.1.4	Renovate Station #31 (Wildwood) using Center Hill Fire Station #14 interior materials and finishes as design template.	2010	• Amend into SCFR Capital Improvement planning and implementation.	Gulbrandsen
		High	7.1.5	Expand Fire Station #32 (Oxford) Center Hill Fire Station #14 interior materials and finishes as design template.	2010	• Continue Capital Improvement planning and implementation.	Gulbrandsen
7.2	Replace or add fire apparatus.	High	7.2.1	Add Fire Tanker / Tender at Royal Fire Station #34.	2011	• Continue Capital Improvement planning and implementation.	Gulbrandsen
		High	7.2.2	Refurbish Tower 31 housed at Wildwood Station #31.	2011	• Continue Capital Improvement planning and implementation.	Gulbrandsen
		High	7.2.3	Add Quint aerial truck at Station #32	2012	• Continue Capital Improvement planning	Gulbrandsen

			Oxford.		and implementation.	
		High	7.2.4 Add Quick Attack / Rescue Truck at Sumterville Fire Station #15.	2013	<ul style="list-style-type: none"> <li>Continue Capital Improvement planning and implementation.</li> </ul>	Gulbrandsen
8.	<i>Public Education: Strengthen SCFR public and political support through a well-versed and knowledgeable citizenry.</i>					
					Theme: External Communication	
8.1	Establish a well balanced and fact based clearinghouse of information.	Med	8.1.1 Evaluate and categorize current public education efforts by SCFR for content and benefit of information delivered. Identify gaps, duplication or, if applicable, programs to eliminate.	2010	<ul style="list-style-type: none"> <li>Create an in-house team to review SCFR education material. Focus of review should include identifying information that would educate the public of department services, activity, personnel, budget, etc.</li> <li>Establish annual review and analysis of all SCFR public education material for accuracy of information, benefit to the reader and applicability to current state of affairs.</li> </ul>	A. Carlson
		Med	8.1.2 Identify target audiences, including civic groups, HOA, and Chamber of Commerce(s). Assign a SCFR liaison to regularly attend meetings.	2010	<ul style="list-style-type: none"> <li>Select organizations for liaison assignments.</li> <li>Assign SCFR member to attend meetings on behalf of department.</li> <li>SCFR liaison should</li> </ul>	A. Carlson

					have knowledge and understanding of department issues.	
		Med	8.1.3 Continue to annually update the "State of the Department" address, delivered by the Fire Chief / Director, to all SCFR members, SCBOCC, each participating municipality, Advisory Board and other organizations deemed appropriate.	On-going	<ul style="list-style-type: none"> <li>• Prepare PowerPoint presentation of departments previous year's call for service statistics, successes of the past calendar year and next years goals.</li> <li>• Identify in PowerPoint presentation any issues that may obstruct objectives.</li> <li>• Identify in PowerPoint presentation what support SCFR is seeking in the coming year.</li> </ul>	A. Carlson
		Low	8.1.4 Provide monthly to each member of SCFR a one-page summary of talking points pertinent to department activities that members will verbally share with the public.	2011	<ul style="list-style-type: none"> <li>• Draft 'Talking Point' template.</li> <li>• Update 'Talking Point' sheet throughout month.</li> <li>• Release 'Talking Points' the beginning of each month.</li> </ul>	A. Carlson
8.2	Collaborate with local media outlets to assist in communicating SCFR	High	8.2.1 Provide weekly to local media a publish-ready <i>Sumter</i>	2010	<ul style="list-style-type: none"> <li>• Assign active non-suppression reserve member to champion</li> </ul>	A. Carlson

8.2	information.	High	<i>County Fire Rescue Call Blotter</i> illustrating the previous 7-days of total calls for service numbers. Blotter table should reflect calls by municipality and unincorporated Sumter County. Information should not include addresses or names.	2010	<p>project.</p> <ul style="list-style-type: none"> <li>• Meet and seek agreement from written media outlets including daily and weekly newspapers.</li> <li>• Explore other venues for information including businesses, associations, restaurants, etc.</li> </ul>	A. Carlson
		Low	8.2.2 Communicate desire for local media to spotlight SCFR in weekly feature stories. Supply ample SCFR information to media outlets to serve as media 'filler'.	2010	<ul style="list-style-type: none"> <li>• Meet with management from each media outlet explaining desire and ask for assistance.</li> <li>• Request media liaison for SCFR to serve as point of contact for media outlet.</li> <li>• Determine how each outlet prefers information provided. Supply photos and stories as advised.</li> </ul>	A. Carlson

9.	<i>Emergency Medical Services: Enhance pre-hospital EMS by providing non-transport Advanced Life Support.</i>	<i>Theme: Service Delivery</i>				
9.1	Evaluate, research, and cost options to expand the role of SCFR to provide advanced life support.	High	9.1.1 Prepare cost / benefit analysis to demonstrate need for non-transport advanced life support to stabilize acutely ill patients before arrival of the Lake – Sumter EMS transport unit.	2010	<ul style="list-style-type: none"> <li>Track, evaluate, and establish 'gap' time between arrival of SCFR and Lake - Sumter EMS.</li> <li>Identify Basic Life Support patient care verse Advanced Life Support patient care in critically sick and injured.</li> <li>Demonstrate outcome benefits for ALS care in minutes awaiting transportation to hospital.</li> </ul>	Greek
		High	9.1.2 Prepare five-year implementation plan to start non-transport advanced life support including funding options.	2010	<ul style="list-style-type: none"> <li>Prepare estimate five-year budget including personnel, capital, training, licensing, and operating cost.</li> <li>Prepare and present expanded program to SCBOCC, Advisory Board and participating municipalities.</li> </ul>	Greek
		High	9.1.3 Evaluate SCFR certified EMT and Paramedic staffing	2010	<ul style="list-style-type: none"> <li>Determine number of qualified firefighter currently in</li> </ul>	Greek

			<p>and determine needs for a 24/7-response capability*, quality control, equipment, and other related programs.</p> <p>*Non-transport advanced life support requires minimum staffing on each permitted vehicle of one firefighter / paramedic and one firefighter / EMT.</p>		<p>organization.</p> <ul style="list-style-type: none"> <li>Develop Reserve Paramedic program.</li> <li>Determine ALS equipment needs to meet State of Florida minimum requirements for Non-Transport ALS licensing.</li> </ul>	
		Med	<p>9.1.4 Continue on-going paramedic training for SCFR firefighter / EMT personnel seeking internal promotion &amp; opportunity.</p>	On-going	<ul style="list-style-type: none"> <li>Continue coordination with local Paramedic Training Centers. Seek Sumter County location for training.</li> </ul>	Greek
		High	<p>9.1.5 Expand current BLS Protocol to include non-transport advanced life support. ALS Protocol should reflect similar if not identical to Lake – Sumter EMS for continuum pre-hospital care.</p>	2010	<ul style="list-style-type: none"> <li>SCFR, Lake – Sumter EMS and Medical Directors confer over EMS protocol changes.</li> <li>ALS protocol adopted for SCFR.</li> </ul>	Greek
		High	<p>9.1.6 Develop Advanced Life Support Performance</p>	2010	<ul style="list-style-type: none"> <li>Implement ALS Non-Transport service.</li> </ul>	Greek

			Measures with monthly reporting to the Fire Operation and Medical Director.		<ul style="list-style-type: none"> <li>Measure results with adjustment to service as indicated.</li> </ul>	
10.	<i>Dispatch:</i> <i>Reduce dispatch-processing time with ultimate reduction in fire-rescue response time.</i>					Theme: Service Delivery
10.1	Enhance SCFR dispatch efficiency with potential reduction in overall response times.	Med	10.1.1 Replace Computer Aided Dispatch (CAD) software with Public Safety CAD software that includes fire rescue elements, including automated unit alerting, mapping and record keeping.  * Options should include integration of Fire CAD software with Data Pursuit CAD software used by SCSO.	2013	<ul style="list-style-type: none"> <li>Develop jointly between SCFR and SCSO Law Enforcement / Fire Rescue needs assessment for new CAD software.</li> <li>Contact and schedule vendor presentation.</li> <li>Present findings to County Administrator.</li> <li>Seek SCBOCC approval.</li> </ul>	Greek
		Med	10.1.2 Seek State and Federal Grant Funding or alternative funding source for CAD software replacement.	2012	<ul style="list-style-type: none"> <li>Research and submit application for Federal and State grant funding.</li> <li>Alternative funding such as lease purchasing or municipal bonding.</li> </ul>	Greek
10.2	Expedite dispatch notification of SCFR units.	High	10.2.1 Conduct efficiency review of fire rescue dispatch operations.	2010	<ul style="list-style-type: none"> <li>Track process times from call-taker answering to fire</li> </ul>	Greek

			Focus of review should include notification time variance between law enforcement and SCFR.		<p>apparatus announcing 'responding' for a period of 60 days.</p> <ul style="list-style-type: none"> <li>Track dispatch notification for law enforcement when responding with SCFR for a period of 60 days.</li> <li>Review times for gaps &gt; 30 seconds between law enforcement and SCFR (tone) notification.</li> <li>Evaluate rational for each variance found for trends and process improvements.</li> <li>If applicable, revise dispatch processes and policy.</li> </ul>	
11.	<p><i>Radio Interoperability:</i>  <i>Replace current Public Safety UHF Radio System infrastructure with 800 MHz or 700 MHz radio system with compliance to the Association of Public Safety Communications Officials International (APCO) Project 25 Standards.</i></p> <p><i>Theme: Infrastructure</i></p>					
11.1	Establish radio frequency and hardware interoperability capability between SCFR and surrounding emergency responders (fire and law enforcement) for routine day-to-day, mutual-aid responses, and recurring	High	11.1.1 Seek Federal and / or State Grant funding for Public Safety Radio Interoperability.	2011	<ul style="list-style-type: none"> <li>Research and submit application for Federal and State grant funding.</li> <li>Alternative funding such as lease purchasing or municipal bonding.</li> </ul>	Burris

	events, such as major wildfires and hurricanes.	Med	11.1.2 Contract services of a Public Safety Communication Consultant with experience in implementing APCO Project 25 radio systems.	2010	<ul style="list-style-type: none"><li>• Prepare RFP using APCO Standards to determine Scope of Work.</li><li>• Process RFP through Sumter County Purchasing Department.</li><li>• Select contractor.</li></ul>	Burris
12.	<i>Fire &amp; Emergency Services Accreditation:</i> <i>Receive CFAI Fire Accreditation.</i> <i>Theme: Management / Leadership</i>					
12.1	Achieve CFAI Accreditation.	Med	12.1.1 Continue CFAI Accreditation process with extended timeline.	On-Going	<ul style="list-style-type: none"><li>• Annual funding and staff-directed time dedicated to Accreditation activities.</li><li>• Revise CFAI Accreditation timeline.</li></ul>	Gulbrandsen
12.2	Adopt (SCBOCC) SCFR Standard of Cover Policy.	High	12.2.1 Complete SCFR Standard of Cover document, including a risk analysis of Sumter County.	2011	<ul style="list-style-type: none"><li>• Identify types of emergencies routinely handled by SCFR (e.g. structure fire, medical emergency, hazardous material, rescue, wildfire, etc.).</li><li>• Identify number of personnel and equipment to successfully mitigate routine incidents.</li></ul>	Gulbrandsen

					<ul style="list-style-type: none"><li>• Create, adopt and measure operational Performance Benchmarks.</li></ul>	
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## **Appendix A**

### **Mission and Vision Statement Discussion**

Strategic Planning is a management responsibility used to focus an organization towards well-defined outcomes. Conducted with the greatest amount of input, public sector strategic planning seeks involvement from employees, supervisors, senior management, elected officials, and the Community. A public sector strategic plan is a blueprint, not only for department members but also for the taxpayer to understand where the organization is going and how it will get there. Constructed around a systematic analysis of the organization's strength and weaknesses, strategic planning has four elements, Mission Statement, Core Values, Vision Statement, Goals and Objectives. The subsequent sections of this report address each element. The following chapters provide pertinent background information identified during our analysis of Sumter County Fire Rescue.

The following section will review Sumter County Fire Rescue Mission and Values and discuss revision to current philosophies.

#### **1. Mission and Vision Statement**

Sumter County Fire Rescue (SCFR) developed its first strategic plan on May 25, 2005. In addition to structuring major goals and objectives for a four (4) year period, the 2005 Strategic Plan established two core department statements, Mission and Vision. A mission statement answers why does the organization exist while the vision statement puts in plain words where the organization ultimately wants to be. Concurrent to the development of the 2010 – 2015 Sumter County Fire Rescue Strategic Plan,

department members are updating their Mission and Vision Statements. The currently adopted SCFR Mission and Vision Statement follow:

**The SCFR Mission Statement:**

*“To educate our community in Fire and Life Safety issues so as to preserve and enhance our quality of life through fire prevention and hazard management. To help our community prepare for potential emergencies and natural disasters.*

*To prepare our members through training, practice and education to perform to our highest level of ability and respond to the needs of our community in a caring and unified effort.*

*To respond to the best of our ability when called upon to alleviate suffering, perform fire suppression, mitigate hazardous situations and most importantly, to aid our neighbors and visitors when they need us most.”*

**The SCFR Vision Statement:**

*“To anticipate and plan for the growing needs of our community in regards to fire rescue response and prepare ourselves and our community to safeguard our citizens from the ravages of fire and other emergencies”.*

**ISSUES/CONCLUSION:**

- An organization mission statement is typically brief and easy for department members and the public to memorize. While the current SCFR Mission Statement is educational and covers a broad perspective of services to the community, the statement could be written more succinctly. The following is an example of a new SCFR mission statement:

*“The Mission of Sumter County Fire Rescue is to Save Lives, Reduce Property Loss, and Protect the Environment through Cost-Effective but Quality Fire-Rescue Services.”*

- The current SCFR Mission and Vision Statement, while defining the direction and desire of the department will benefit from being updated.

**RECOMMENDATION:** Continue to review and update the current SCFR Mission and Vision Statements into descriptions that are more succinct.

## **Appendix B**

### **CORE ORGANIZATIONAL VALUES DISCUSSION**

Core values are the basic elements for establishing a common organizational culture and desired employee behavior toward internal and external customers. Held as long-term principles, core values are an important part of strategic planning. Created in 2005, the department's core values are Unity, Bravery, and Excellence. Although SCFR Core Values meet the organizational need, updating is appropriate. SCFR work groups have recommended an updated list of Core Values, which the Matrix Consulting Group supports for departmental adoption. The significant changes to the current 2005 Core Values include adding "Respect" as an additional SCFR Core Value and expanding the functional description of each of the others. Recommended SCFR Core Values are:

*"Our core values are an essential part of our service to the community.  
These values are Courage, Unity, Respect, and Excellence."*

#### **Courage**

- Respond boldly to the needs of the community whether in fire suppression or hazardous situations when our neighbors need us the most.
- Step outside of one's self to put the best interest of the public, the TEAM and the organization first.
- Exemplify the moral and mental strength to rise above personal or professional adversity.
- Courage to do things RIGHT, and continue to learn to improve our abilities.

## **Unity**

- Consistently work together to improve the quality of our service, in our work, for our citizens and ourselves.
- Unite in a climate of safety, professionalism, and respect for the wellbeing of each other.
- Collaborate freely and make the success of the TEAM the primary focus, above personal interests.
- Endorse and practice the concept of Teamwork in our daily activities, and in accomplishment of SCFR goals.

## **Respect**

- Mutual respect for those we work with and for, regardless of rank or position.
- Express your appreciation to co-workers who work to the best of their abilities to serve the community.
- Always strive for the best Interpersonal Relations in a diverse workplace and community.
- Be considerate of the feelings of Team Members at all times.

## **Excellence**

- Exhibit the highest degree of character, technical ability, quality, and competence in what we have been educated and trained to do.
- Be reliable, work hard, and accept the responsibility and accountability for our actions.
- Maintain a healthy, physically fit, and drug-free lifestyle.
- Strive for continual personal improvement in knowledge, skills and abilities, and help others to achieve this goal.

Already instilled and regularly practiced, the Core Values listed above will formalize the existing organizational culture and work ethic observed in SCFR.

The following points summarize key aspects relating to three of five elements in strategic planning, Mission Statement, Value Statement, and the organization's Core Values:

- Mission Statements establish what is the purpose of the organization. A mission statement is typically for the public.
- Vision Statements establish the organization's long-term desires. A vision statement is typically for the members of the organization to inspire direction.
- Core Values establish the organizational culture and important element in strategic planning.

**ISSUES/CONCLUSION:**

- Incorporated in the 2005 Strategic Plan, SCFR adopted their departmental Mission Statement, Vision Statement, and Core Values. Standard review of each element leads the study team members to recommend changes to each that will better align elements of the strategic plan to current practices of the organization.

**RECOMMENDATION:**

- The department should continue working to revise their adopted Mission Statement and Vision Statement to versions that are more succinct.
- SCFR should adopt revisions made to the Department Core Values.

The next section provides detailed information on SCFR organization, including structure and roles and responsibilities.

## **Appendix C**

### **ORGANIZATION AND STRUCTURE DISCUSSION**

This chapter of the report provides summary information regarding the current organization and operations of the SCFR. The information contained in this profile was developed through interviews of SCFR management and staff, review of available documents, and access to computerized records and statistics.

A summary of staffing and organization, roles and responsibilities, and operational / workload are provided for the following areas:

- Overview of the Sumter County Fire Rescue Department
- Organization and Roles and Responsibilities
- Fiscal Budgets

The first section provides a general overview of the SCFR and Sumter County, including the basic organizational structure and budget information.

#### **1. GENERAL OVERVIEW OF THE SUMTER COUNTY FIRE RESCUE**

Sumter County Fire Rescue (SCFR) provides fire suppression, non-transport basic life support emergency medical services, special operations response, fire code enforcement, fire investigation and public education to a population of approximately 50,000 in unincorporated Sumter County (including 9,275 inmates) and five (5) municipalities; Bushnell, Center Hill, Coleman, Webster, and Wildwood. Through mutual and automatic aid agreements with The Villages Public Safety Department (VPSD), SCFR may respond to an additional 47,439 Sumter County residents. The Department provides emergency response to unincorporated areas and municipalities

from eleven fire stations in the County. Advanced Life Support ambulance transportation is provided by Lake – Sumter Emergency Medical Services, Inc., a government-owned, Bi-county Corporation created by Lake County and Sumter County.

The County is largely rural with five incorporated municipalities, Bushnell, Center Hill, Coleman, Webster, and Wildwood. Based on a Sumter County Planning Department document, Fire Station Study Population Projections, estimates for the SCFR Service Area is 50,761 residents. This figure was determined by adding the 2010 estimated populations of unincorporated Sumter County, less The Villages, each municipality and inmates from both prisons. The purpose of including inmate populations is SCFR does respond and provide services to those venues.

The Villages, a Development of Regional Impact (DRI) is located contiguous to the City of Wildwood at the northeast corner of Sumter County. Portions of The Village DRI extend beyond the 33 square mile located inside Sumter County into Marion and Lake Counties. The Villages Public Safety provides fire and advanced life support emergency medical first response (non-transport) services in the DRI from five (5) fire stations, three located in Sumter County.

The Villages uses Community Development Districts (CDD), which are special-purpose governments that allow for the imposition of fees, taxes and to issue bonds to raise the capital needed to finance the planned community's requisite infrastructure. The Villages is an over '55' and older retirement community with 21 individual neighborhoods or villages. Based on the Sumter County Fire Station Study Population Projections, the 2010 estimate for The Villages is 47,439.

The Villages Center operates an independent public safety program from the County, automatic and mutual aid agreements are in place and are regularly exercised. In addition to The Villages, SCFR has Mutual Aid Agreements with Lake County, Citrus County, Hernando County, and Marion County.

The following table illustrates County population estimates:

<b>Sumter County Fire Rescue Service Area Population Estimates</b>					
	<b>2010</b>	<b>2013</b>	<b>2015</b>	<b>2018</b>	<b>2020</b>
Total County	98,200	109,840	117,600	130,680	139,400
The Villages Fire District	47,439	57,734	63,998	68,316	69,320
Sumter Fire District*	50,761	52,106	53,602	62,364	70,080
Population of Cities					
City of Wildwood	8,709	n/a	16,431	n/a	27,147
City of Bushnell	2,685	n/a	3,123	n/a	4,060
City of Webster	890	n/a	998	n/a	1,237
City of Center Hill	1,046	n/a	1,173	n/a	1,453
City of Coleman	596	n/a	536	n/a	483
Inmate Population	9,275	9,275	9,275	9,275	9,275
<b>Net Sumter Fire District</b>	<b>50,761</b>	<b>52,106</b>	<b>53,602</b>	<b>62,364</b>	<b>70,080</b>

Source: Sumter County Planning Department

\*Includes population of Cities and inmate population at Coleman Federal Correction Complex and Florida State Prison

The following points summarize key aspects relating to Sumter County:

- SCFR provides fire suppression, non-transport basic life support, and technical rescue as primary services. The Department operates from 11 fire stations.
- The Villages Public Safety provides fire and emergency medical first response (non-transport) services. The Department operates from five (5) fire stations.
- Advanced Life Support Ambulance transportation is provided by Lake - Sumter EMS, Inc.
- Mutual Aid and Automatic Aid Agreements are in place between Sumter County and The Villages. Mutual Aid Agreements are in place between Sumter County and Citrus County, Hernando County and Marion County.

- Between 2010 through 2015 the City of Wildwood will have the greatest growth within the SCFR primary service area with a projected increase of 47% in population or 7,722 persons. This rapid growth will be caused annexation of unincorporated Sumter County and to a lesser degree, new construction. During this same period, service area population for SCFR will increase 5.3% or 2,841 residents.
- Projected growth of The Villages will increase population 16,559 or 25.87%. Total County population is anticipated to expand 14.5% or 19,400 persons.

### **Issue/Conclusion**

- Sumter County effectively uses automatic aid agreements and / or mutual aid agreements with surrounding fire departments to enhance fire and EMS services to its citizens.
- Collaborative efforts between SCFR and VPSD have enhanced functional efficiency of countywide fire service through closest unit response and unified command.
- Unification of County and participating municipality fire programs into a single fire rescue department was a progressive and prudent decision and has set the foundation to meet increasing demands on fire rescue services.
- Delivery of Advance Life Support (ALS) and ambulance transportation is made available to the citizens under an innovative Intergovernmental Corporation between Sumter County and Lake County.

**Recommendations:** The use of mutual aid agreements with contiguous counties should be expanded to include automatic aid when surrounding department's fire and EMS units are closer to rural areas of the County.

The next section is providing information on the SCFR organization.

## **2. SUMTER COUNTY FIRE RESCUE ORGANIZATION**

Shown on the following page is the current SCFR organization structure (chart provided by SCFR):

## Sumter County Fire Rescue Org Chart

